



Staffing Module

Without references

Identify 3 key supervisory decisions

Identify 3 sources of possible candidates

Define 3 CPAC/CPOC responsibilities

Identify 3 prohibited interview questions



Staffing Stakeholders

- **Supervisors**
- **Managers**
- **Applicants**
- **CPAC Staff**
- **CPOC Staff**
- **EEO Representatives**
- **Labor Representatives**
- **CHRA/DA Staff**
- **OPM Officials**



CPAC Advisory Role

Recruitment strategies	Determining skills	Coordinating union issues
Recruitment incentives	Reshape functions	Making job offers
Crediting plans/job analysis	Organizational analysis	Workforce planning



CPOC Advisory Role

Route RPAs

Regulatory compliance

- **Validate selection criteria**
- **Area of consideration**

Refer priority candidates

Issue job ad

Screen applications or resumes

Qualify candidates

- **Basic requirements**
- **Specialized requirements**
- **Time in Grade**

Issue referral(s) to Supervisor

Process selection(s)

Input HR data into DCPDS



Supervisory Steps



Apply merit principles

**Validate job
description**

**Determine staffing
requirements**

Conduct job analysis

**Identify KSAs -
knowledge, skills,
abilities**



More Supervisory Responsibilities

- **Recommend recruitment source**
 - e.g. area of consideration
- **Initiate the RPA**
(Request for Personnel Action)
- **Initiate gatekeeper checklist**
- **Track status of RPA through ART**
(Army Regional Tools)
- **Select applicant**
- **Work with HR on Priority Placement Program**



Priority Placement Program

- **Automated referral system**
- **Matches skills with vacancies**
- **Some exceptions authorized**
- **Minimize adverse impact of RIF**
- **Job offer made on basis of decision of “well qualified”**
- **SME can be used**
- **Qualification disputes done BEFORE placement**



Back to Basics!

- 1. What staffing methods were used to hire you?**
- 2. What recruitment sources were used?**



Supervisory Decisions

How do you start?

1. Job description

- Is this a new job? If yes, do you know what to do? If no, then**
- Have job duties or skill requirements changed since the PD was created?**
- Is the PD up-to-date with respect to technology or the requirements of your new organization?**



Supervisory Decisions

2. Recruitment

- Do you anticipate difficulty in locating well-qualified candidates?**
- Should you fill the position(s) at the full performance level?**
- What resources are available in assisting you through this process?**
- What recruiting incentives are available?**



Job Analysis

- **Required by Code of Federal Regulations (CFR)**
- **Army policy requires Subject Matter Expert**
- **Identifies major job requirements**
- **Used to identify job related criteria**
 - **KSA's for external hires**
 - **Skills for RESUMIX**
- **Links criteria to skills, education, etc**
- **Designed to sort candidates with potential to be best performers**



Steps in Job Analysis

- 1. What knowledge, skills, or abilities are required?**
- 2. What skills must be brought to the job? Are there licenses, certificates, clearances, and other requirements?**
- 3. What skills will distinguish high quality candidates?**
- 4. Are working conditions unusual and/or difficult and should be made known to applicants?**



Steps in Determining Who can Apply

Area of Consideration

- **Sources of candidates**
- **Described in vacancy announcement**
- **Joint decision between supervisor/CPOC**
- **Depends on type of position**
- **May be established by union agreement or regulation for some positions**
- **May include both internal and external sources**



What Can You Offer?

Recruitment Incentives

- **Recruitment Bonus**
- **Relocation Bonus**
- **Retention Allowance**
- **Hiring above Minimum Rate**
- **Supervisory Pay Differential**
- **Transportation Expenses**
- **Education Benefits**
- **Repayment of Student Loans**



Exercise

- 1. Review assigned PD and highlight all requirements that would be important for job announcement and evaluation of applicants.**
- 2. Add any unstated or implied requirements so you can update PD when RPA is submitted.**
- 3. Keep in mind both target and entry levels if you are filling below full-performance level.**



Who are Status Candidates?

- **Current permanent employees at the
installation in a organization**
- **Other Army employees**
- **Transfer eligible - Non-army
Federal
Employees**
- **Reinstatement Eligible**
- **Veterans' Employment
Opportunities Act**



When is Competition Not Required?

- **To same grade or highest grade held with no higher promotion potential**
 - **Promotions**
 - **Reassignments**
 - **Change to lower grade**
 - **Transfers**
 - **Reinstatements**



When Is Competition Required?

- **Most new appointments**
- **Some promotions**
- **Reassignments, changes to lower grade, transfers or reinstatements to positions with greater promotion potential**
- **Temporary promotions and details to higher graded position over 120 days**



Staffing Strategies

Status Candidates - Competitive

- **Candidates referred through merit promotion announcements**
- **Army mandates RESUMIX although other systems still in use**
- **Local policies and union contract provisions apply**



Merit Promotion Plan

- **Take a couple of minutes now and review the Merit Promotion Plan (MPP) you brought with you.**
- **Also check your labor contract.**
- **What does the labor agreement say about the use of competitive staffing procedures?**



RESUMIX

How does it work?

- **Skills based optical character recognition program**
- **CPOC enters PD to extract skills**
- **Extracted skills are sent to supervisor**
- **Skills are refined if applicable**
- **Skills must be supported by PD**



RESUMIX

- **Resume skills are matched using RESUMIX grammar**
- **Candidates who do not possess required skills are eliminated**
- **Candidates are ranked and referred based on number of desired skills**



Who are Non-Status Candidates?

- **Individuals who have never held a permanent Federal job**
- **Term or temporary employees without status**
- **Volunteers**



Staffing Strategies

Noncompetitive Appointments

- **Federal Career Intern Program**
- **Veteran's Recruitment Program**
- **Severely disabled individuals**
- **Students - Temporary or Career**
- **Direct Hire for Medical positions**
- **30% Disabled veterans**
- **Excepted appointments**



Staffing Strategies

Noncompetitive Appointments

- **Executive Order 12721 appointees - Family Members**
- **OPM/DoD Interchange Agreement -NAF/AAFES**
- **DCIPS Employees - Intelligence Field Competitive appointments based on overseas, NAF, or DCIPS service**



External Recruitment

Requires Competition

- **First time applicants seeking employment**
- **Require an examination**
- **Applicants assigned rating by evaluating qualifications**
- **Veterans' preference applies**



External Recruitment

- **OPM Certificates**
- **DEU Certificates**
- **Term Appointments**
- **Temporary Appointments**



DEU/OPM RULES

- **Rule of three - selection made from the top three**
- **Veterans Preference - Veterans points are added**
- **Preference eligible may not be passed over**
- **Applicants referred in score order**



Types of Veterans' Preference

- CPS 10 PT Compensable disability
(30%+ service connected)**
- CP 10 PT Compensable disability (10% service
connected)**
- XP 10 PT Disability--any disabled veteran
(Non-compensable, less than 10% or disability
retirement)**
- XP 10 PT Other - "Derived Preference"
(Widow/widower or mother of deceased
veteran;
mother or spouse of disabled veteran,
Purple Heart recipient)**
- TP 5 PT Others eligible for veterans preference**
- NV Not eligible for preference**



Veterans' Preference

What is it?

- **Special consideration in hiring veterans**
- **Based upon periods of military service or service connected**
- **Detailed users guide located at www.opm.gov/veterans**



Veterans' Preference

Who does it applies to?

- **New appointments from OPM/DEU lists**
 - **Permanent**
 - **Terms**
 - **Temporary**
- **VRA appointments**
- **Most excepted service appointments**



Term Appointments

- **Limits - more than 1 year, less than 4**
- **Earn annual/sick leave**
- **Covered by FERS**
- **Eligible for Health, Life Ins, Thrift Savings**
- **Requires RIF procedures to terminate early**
- **No eligibility for non-competitive conversion**



Temporary Appointments

- **Limits - less than year, can be extended for one additional year**
- **Earn annual/sick leave**
- **Covered by FICA**
- **Can be terminated at any time**
- **No eligibility for non-competitive conversion**



Making Selections

- **Referral list is just the start**
- **Consider these factors in making your selection**
 - **Performance/Experience**
 - **Education/Training**
 - **Teamwork**
 - **Other relevant attributes/experience**
- **Determine if interviews needed**



Prepare for the Interview

- Customize questions to fit the job requirements**
- Do your homework--review resumes and other documents**
- Put the candidate at ease!**
- Make a connection**
- Build rapport**
- Demonstrate that your organization cares about its people**



Tell the candidate

How the interview will be conducted

- **What will be covered**
- **Names of interviewers**
- **Requirements of the position**
 - **Organization structure**
 - **Mission requirements**
 - **Significant factors (e.g., travel, shift work, physical demands, overtime)**
 - **Exciting projects**
 - **Promotional opportunities**



Ask the candidate

Verify information on resume

- Discuss accomplishments, education, past job experiences**
- Discern learning potential, personal characteristics**
- Ask appropriate questions**



Types of Questions

- **Open-ended questions**
 - more than yes or no; addresses the 5 “Ws”-- who, what, where, when, and why or how.
- **“Tell me about” questions**
 - allows candidate to describe challenges or situations previously encountered
- **Closed questions**
 - Use only to verify key facts or points
- **The “non-question” question**
 - Less threatening for some candidates



End the Interview

- Provide an opportunity for questions**
- Explain the next step, e.g., reference checks**
- Set a reasonable timeframe for results**
- Thank the candidate for his/her time**



Potential Problems

- **Lack of preparation**
- **Inappropriate questions**
- **Interviewer too dominating**
- **Questions are inconsistent across candidates**
- **Poor selection criteria for questions**



More Problems

- **Interview bias**
- **Using questions that make binding contractual statements**
- **Using prohibited interview questions**



Prohibited Questions

- **Federal law states that hiring must be based on bona fide occupational qualifications**
- **Interviewers and selecting officials CANNOT discriminate due to:**
 - **age, sex, marital status, ethnic origin, religious preference, sexual preference, disabilities**



Prohibited Questions

- **CPOC Responsibilities--CPOC will address these points if necessary--interviewers will NOT ask about:**
 - **Citizenship**
 - **Nepotism**
 - **Police records**



Prohibited Questions

- **Questions to be avoided include:**
 - **Are you married?**
 - **What is your religious affiliation?**
 - **What are your arrangements for child care?**
 - **What are your union activities? Are you a member of the union?**
 - **Do you have a good credit rating?**
 - **Do you plan to live in this area long?**



Exercise

- **For assigned position in Case Study, develop several potential (valid) interview questions.**



Tips for Assisting Employees

- **Post job announcements on bulletin board/Internet**
- **Make available local recruitment and selection regulations**
- **Tell your subordinates about vacancies**
- **Answer employee questions**



Tips (Cont.)

- **Provide employees timely and accurate performance appraisals**
- **Balance organizational & employee needs**
- **Encourage employees to maintain and enhance their value to the organization**
- **Coach, counsel, mentor, and praise employees**



Local Issues

- **Merit Promotion Plan**
- **Paysetting Plan**
- **Labor Agreement**
- **Special programs**
 - **Special Consideration Lists**
 - **Student Career Experience**
 - **Seasonal Hiring**
 - **Affirmative Employment Planning**